

SANTA BARBARA COUNTY

DEPARTMENT/CORPORATE LEADER -ATTORNEY/~~MEDICAL DOCTOR~~

Deleted: PHYSICIAN

EST: 6.06

REV: 1.08, 12.22

Retitle: Department/Corporate Leader-Attorney/Physician

**DEFINITION:** This at-will classification includes appointed senior executive leaders, including department heads, who report directly to the CEO or the Board of Supervisors.

**DISTINGUISHING CHARACTERISTICS:** County leaders are expected to uphold the values of accountability, customer-focus, and efficiency (ACE). Incumbents lead other managers and model behaviors that exemplify quality customer service; provide effective and ethical leadership; creatively and strategically plan, develop, and implement programs that use human and financial resources to achieve results; are accountable for strategy and goal formation consistent with the County's mission and key business objectives; engage stakeholders; communicate and collaborate effectively at multiple levels; develop employees; analyze issues and data; and efficiently use public resources.

**DUTIES:**

1. Operates in an environment that includes elected officials, non-elected officials, governmental agencies, community interest groups, and the general public.
2. Maintains a countywide perspective while leading a specific department.
3. Has full responsibility for a department's operations, including customer service delivery, community impacts, regulatory compliance, fiscal accountability, and performance outcomes and measurements.
4. Sets the vision, mission, priorities, goals, business objectives, and values for a department consistent with and stemming from those set by the CEO and Board of Supervisors for the entire County.
5. Ensures alignment of department, division, program, project, and individual goals and efforts with department business objectives.
6. Ensures coordination of department efforts with affected internal and external stakeholders.

**EMPLOYMENT STANDARDS:**

1. Experience and/or education directly related to the level of leadership and the scope of organizational authority/responsibility required by the position.(This is typically determined at the time of recruitment.); or,
  2. a combination of training, education, and experience that is equivalent to the employment standard listed above and that provides the required knowledge and abilities, and
  3. The core competencies listed below and the ability to immediately demonstrate these competencies consistent with the position's level in the leadership series and the specific work assignment; **and**
- **Intensity:** Goes after the goal with passion; is results oriented, and gets the job done. *Key Concepts:* Risk-taker; results-oriented; and initiative driver.
  - **Ethical Behavior:** Does what is right regardless of temptations and pressures to do otherwise; upholds the public's trust; and conducts self-according to a set of principles. *Key Concepts:* Respect; trust; responsible; fair; and caring.
  - **Influence:** Affects successful outcomes for the organization through the use of masterful leadership, collaboration, and a keen understanding of the organization, its goals, and the interests of all parties. *Key Concepts:* Engaged; collaborative; strategic orientation; situational awareness; organizationally savvy; inspirational; energizing-empowering; team orientation; and change agent.

- **Commitment:** Successfully builds relationships with and promotes involvement of diverse groups; considers the needs of diverse clients when developing policies and procedures related to service; works closely with diverse groups to identify and deliver services that meet their needs and the strategic objectives of the program; establishes customer service as the single purpose to which all resources are dedicated; focuses on delivering the best services possible to the public; focuses on customer needs; and is committed to public service. *Key Concepts:* Public servant; and customer service.
- **Interpersonal Skills:** Possesses and uses versatile communication styles and approaches; understands the underlying psychology of why people act as they do and changes approach to affect positive outcomes; builds rapport throughout the organization; and develops human potential. *Key Concepts:* Staff development; communication; listening; delegation; recognition; and buy-in.
- **Resiliency:** Is adaptable; takes direct action; leads by example; exhibits tenacity. This leader is ready, flexible, self-reliant, and has a reputation for finding opportunities in difficult situations. *Key Concepts:* Action-orientation; adaptability; flexibility; agility; tenacity; survivability; courage; confidence; and intuition.
- **Craftsmanship:** Rejects the “good enough for government work” attitude; takes ownership of work done and results accomplished; takes pride in delivering quality services to customers; seeks out opportunities to develop new and creative solutions and programs; imagines possibilities; defines a vision, and works to bring vision into reality. *Key Concepts:* Innovative; imaginative; inventive; pride-in-work; accountability; self-development; and self-starter.

**Additional Qualifications:**

Some assignments may require incumbents to possess some or all of the following:

- Current technical/professional knowledge of the complex principles, methods, standards, and techniques associated with the scope of work of a recognized profession.
- Possession of license(s) and/or certifications associated with the assignment.
- Educational degree in a specific area of study.
- Possession of a valid California Driver's License, Class C or higher, by the date of appointment.

Some positions require completion of a background investigation to the satisfaction of the County.